

Impact of Change in Organisational Structure on Employee Satisfaction in Private Universities in North-Central, Nigeria.

Akeem Adewale BAKARE¹, Saji GEORGE², Friday Iyaji ISAH³

^{1,2,3}Department of Business Administration, Nile University of Nigeria, Abuja, Nigeria

¹akeem.bakare@nileuniversity.edu.ng: <https://orcid.org/0000-0003-2019-1417>

²saji.george@nileuniversity.edu.ng: <https://orcid.org/0000-0002-8573-7524>

³20222421@nileuniversity.edu.ng

Corresponding email: Akeem.Bakare@nileuniversity.edu.ng

Abstract

This research investigates the effect of organizational structure reorganization on employee satisfaction in private universities in North-Central Nigeria, with particular emphasis on hierarchical reconstruction, departmental reorganization, and workflow reengineering. A descriptive survey research design was adopted, and responses were obtained from 569 participants in seven private universities using a structured questionnaire. Multiple regression was used to determine the relationship between structural change and employee satisfaction. Findings show that hierarchically restructuring strengthens employee satisfaction positively ($\beta = 0.274$, $p = 0.015$), since well-defined leadership structures improve communication, job definition, and stability. Realignment of departments also strongly affects positively ($\beta = 0.362$, $p = 0.022$), increasing efficiency and differentiation of work. Likewise, redesigns of workflows positively affect employee satisfaction ($\beta = 0.402$, $p = 0.001$), streamlining processes and eliminating redundancy. The model accounts for 68.3% of worker satisfaction variance ($R^2 = 0.683$, $F = 25.205$, $p < 0.001$), confirming the significance of structural change. The Results support Psychological Contract Theory, stating that worker satisfaction and retention are based on fairness perceptions, trust, and expectations met. Restructuring that is demystified and participative results in stability, career growth, and institutional trust; poorly managed changes lead to uncertainty and disengagement. Strategic enhancement of satisfaction, commitment, and organizational performance requires private universities to implement structural reforms to ensure confidence and competence.

Keywords: Organizational Structure, Employee Satisfaction, Hierarchical Restructuring, Departmental Realignment, Workflow Redesign, Private Universities, North-Central Nigeria.

1. Introduction

In the dynamic realm of higher education, private universities must continually adapt their operational frameworks to enhance efficiency, competitiveness, and employee well-being. These organizational adjustments impact decision-making, communication channels, and overall effectiveness, ultimately influencing the experiences of their staff. An institution's structural framework determines its capacity to confront new challenges as they emerge, supported by a motivated and engaged workforce (Adeoye, 2020). However, according to Macaulay et al. (2020), poorly executed sudden structural changes can lead to inefficiencies, resistance, and decreased employee job satisfaction. Therefore, effective structural realignment should consider the

alignment between institutional goals and employee expectations to cultivate a productive work environment (Onyekwere & Douglas, 2022).

Structural changes significantly impact workflow by altering power dynamics, work process efficiency, and reporting structures — elements that ultimately shape employees' perceptions of stability and growth. Nosike et al. (2021) assert that well-organised structures promote transparency and accountability, fostering trust and motivation among employees. Conversely, Funminiyi (2019) contends that rigid hierarchical structures often lead to bureaucratic delays that hinder employee autonomy and innovation. Precious et al. (2022) emphasise that the success of structural reforms in universities largely hinges on employee involvement in

decision-making; without this participation, resistance, confusion, and dissatisfaction can arise. Therefore, structural reforms must incorporate institutional control and employee feedback to cultivate a sense of satisfaction and active engagement.

The paper highlights three primary areas of structural change: hierarchical overhaul, departmental realignment, and workflow redesign. These aspects represent fundamental shifts in organisational structure that affect decision-making efficacy, role delineation, and communication channels, consequently impacting employee satisfaction levels (Ajeigbe et al., 2020). Aregawi and Vijaya (2023) warn that dysfunctional changes to hierarchies could lead to role confusion and disrupt workforce unity. Similarly, aligning departments can increase job insecurity, as employees may feel threatened by potential reallocation (Aduku et al., 2021). Efforts to redesign workflow intended to enhance efficiency can unintentionally overwhelm staff or alter established work patterns, leading to stress and dissatisfaction (Shuaibu & Daniel, 2023). Despite the perceived advantages of organizational restructuring, its effects on employee satisfaction remain a crucial concern. Numerous private universities in North-Central Nigeria are adopting structural revisions in response to financial, accreditation, and competitive pressures. However, while such changes may yield benefits, their implementation often results in employee overwork, diminished control, and uncertainty, which can undermine institutional stability and performance (Oladimeji et al., 2020), particularly when these alterations are made without adequate consultation with staff. Therefore, this study seeks to provide empirical insights into how organizational restructuring affects employee satisfaction in private universities. By examining hierarchical restructuring, departmental realignment, and workflow redesign, the study aims to advise university administrators on effective change management practices that promote a satisfied and engaged workforce. The paper is structured to include a literature review on organizational change and job satisfaction, a methodology section detailing data collection and

analysis, a discussion of results, and conclusions offering recommendations for enhancing job satisfaction during structural changes.

2. Literature Review

2.1 Organizational Change

Organizational structure is crucial for enhancing institutional effectiveness, employee performance, and workshop satisfaction. Private universities undergo structural changes that impact reporting lines, decision-making processes, and operational efficiency, directly affecting employee interactions with their workplace. Adeoye (2020) emphasizes that structural reforms promote streamlined workflows and institutional agility, improving employee satisfaction. Conversely, Awala (2024) warns that abrupt or poorly executed structural changes can cause confusion, resistance, and decreased employee morale.

Private universities are restructuring to enhance governance and administrative efficiency, which will lead to changes in staff roles, authority chains, and institutional culture. Supporters argue that structural changes can enhance communication efficiency and organizational effectiveness (Nosike et al., 2021), while critics caution that poor management of these changes may result in job dissatisfaction, role confusion, and increased employee stress (Onyekwere & Douglas, 2022).

While organizational changes offer numerous advantages, they can negatively impact employee motivation and workplace relationships. According to Macaulay et al. (2020), a clear structure facilitates career advancement opportunities, boosts commitment, and ensures institutional stability. However, Precious et al. (2022) warn that highly bureaucratic systems may diminish autonomy, slow decision-making, and undermine employee loyalty. Employee participation is vital for the success and perceived fairness of structural realignment, helping to reduce resistance (Aregawi & Vijaya, 2023). If restructuring is poorly planned, it may lead to information silos, overloaded workloads, and other inefficiencies that can lower employee satisfaction (Ajeigbe et al., 2020). Therefore, organizations must implement structural changes that promote balance

and flexibility, ensuring that employees do not feel overwhelmed or excluded from these changes. Beyond operational difficulties, structural changes can have psychological and cognitive impacts on employees. Kumolu-Johnson and Okewale (2021) note that unexpected structural shifts can result in job-related stress, decreased motivation, and weakened established work relationships and team dynamics. Furthermore, Eyanuku (2021) argues that inadequate communication regarding structural adjustments leads to a disconnect between leadership and employees, heightening frustration and disengagement. Mgbemena et al. (2022) also indicate that when employees perceive organizational changes as unfair or unclear, their job dissatisfaction tends to increase. In contrast, employee responses are generally more positive when involved in restructuring and receiving adequate support, fostering a culture of adaptability and innovation (Aduku et al., 2021).

Although private universities in North-Central Nigeria are restructuring to enhance governance and operational efficiency, the impact on employee satisfaction remains a significant concern. This study investigates three major categories of organizational structural change: hierarchy reorganization, department restructuring, and workflow redesign. Hierarchical reorganization modifies power dynamics and reporting lines, which can improve accountability but may lead to uncertainty if not managed correctly (Shuaibu & Daniel, 2023). Redesigning departments can optimize resource use and coordination; however, it risks undermining team cohesion and increasing job insecurity if job roles and expectations are inadequately communicated (Oladimeji et al., 2020).

Simplifying workflows may inadvertently burden employees with additional tasks, diminishing job satisfaction (Funminiyi, 2019). In light of these complexities, this research aims to empirically investigate how these structural changes influence employee satisfaction in private universities, providing university administrators with essential insights on best practices for effectively managing organizational restructuring without demotivating their workforce.

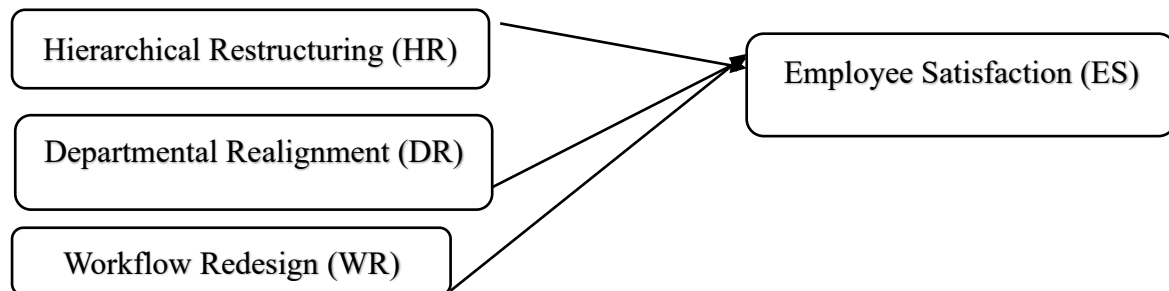
2 Employee Satisfaction

Numerous theoretical and empirical frameworks have explored employee satisfaction, considering both intrinsic and extrinsic factors that shape how employees assess their jobs. Voordt and Jensen (2023) describe it as the degree to which employees feel fulfilled in their work, salary, and opportunities for professional growth. This aligns with the prevailing notion that employee satisfaction is influenced, at least to some extent, by pay, job security, and career advancement. Nevertheless, Sypniewska et al. (2023) challenge this view by arguing that satisfaction is a dynamic, context-dependent construct that is affected by workplace demands, leadership styles, and organizational culture. In private universities experiencing structural changes like governance transitions or departmental reorganisation, satisfaction heavily relies on effective communication management, workload distribution, and role clarity. Without a well-defined organisational structure, employees may feel stressed, confused, and dissatisfied, which can adversely impact institutional performance. On a psychological level, employee satisfaction is closely tied to fulfilling expectations. Nayak et al. (2021) suggest that employees enter into a psychological contract that includes expectations for stability, career advancement, and autonomy in their roles. Structural changes that disrupt these expectations — such as sudden shifts in reporting hierarchies, excessive bureaucracy, or new management — can lead to dissatisfaction and disengagement. Jigjiddorj et al. (2021) emphasise the role of organizational culture, indicating that institutions with strong employee-centred policies and inclusive governance structures tend to report higher satisfaction levels. Conversely, hierarchical and overly controlled environments can limit employee autonomy and create resistance to change. Additionally, Mugira (2022) argues that leadership practices that exclude employees from decisions regarding structural changes lead to confusion and resentment, which diminish satisfaction. To reduce resistance from faculty and administrative staff in private universities, involving them in restructuring can alleviate resistance to change and improve satisfaction.

In the context of private universities in North-Central Nigeria, structural changes such as **hierarchical restructuring, departmental realignment, and workflow redesign** significantly influence employee satisfaction. Supartha and Pertiwi (2021) explain that compensation will not negate dissatisfaction arising from structural uncertainty, job insecurity and heavier workload after the organization change. Employees are more committed, and morale is higher in institutions that conduct an open, unbiased, and respectful

restructuring process (Shan & Tang, 2023). Structural changes that are poorly communicated or implemented without a proper safety net for employees can erode trust and create instability in the workplace, resulting in lower job satisfaction (Onyekwere & Douglas, 2022). To do so, structural changes need to entail employee feedback and communication and leadership strategies that emphasise engagement and the well-being of faculty and staff if private universities are to retain a capable and motivated workforce

Fig. 2.1: Conceptual Framework



Source: Researcher's concept, 2025

2.2 Theoretical Framework

Psychological Contract Theory (Rousseau, 1995) examines individuals' unspoken expectations regarding their jobs, colleagues, and career trajectories (Moquin et al., 2019). Changes such as department mergers or job description revisions due to restructuring can lead to perceived psychological contract breaches, resulting in decreased job satisfaction (Clarke & Scurry, 2020). For example, employees who promise growth and stability may become demotivated if restructuring leads to job insecurity or increased workloads without appropriate recognition of their efforts.

Psychological Contract Theory is particularly relevant, as it offers insights into how management's hierarchical restructuring, departmental alignment, and workflow redesign in private universities might affect employee satisfaction. Structural adjustments can alter employees' expectations regarding job security, career growth, and workplace dynamics. When restructuring occurs with minimal communication or employee engagement, it may be

viewed as a psychological contract breach (Moquin et al., 2019), leading to dissatisfaction, disengagement, or turnover. For instance, if a college or university introduces a management structure that reduces psychosocial autonomy or complicates bureaucratic processes, it may foster perceptions that employee dissatisfaction outweighs recognition. On the other hand, when changes facilitate career advancement, clarify roles, and enhance workflow efficiency, employee satisfaction tends to rise (Kim & Shin, 2019). Thus, the psychological contract is crucial in predicting how employees respond to structural changes — whether they perceive them positively or view them as harmful and problematic. The stakes are high in structural modifications within private universities, heavily influenced by how well institutions manage employee expectations during transitions. Departmental realignment and workflow redesign can invoke high expectations for fairness, communication, and organisational support, facilitating employee adaptation (Aregawi & Vijaya, 2023). When these expectations fall short—such as

poorly communicated role changes, increased workloads, or exclusion from decision-making—employees may experience job dissatisfaction, and commitment may wane (Mugira, 2022).

Conversely, when fairness prevails, employees in university restructuring feel involved and receive professional development, trust flourishes, and employees work towards alleviating the adverse effects of change (Muhdar et al., 2022). This study utilises Psychological Contract Theory to demonstrate that the management of hierarchical restructuring, departmental changes, and workflow modifications in private universities significantly influences employees' perceptions of value, motivation, and satisfaction in their roles.

Empirical Review

Macaulay et al. (2020) assessed the determinants of employee commitment. Data were collected through a survey questionnaire from a stratified sample of 120 employees from the 10 selected firms, and 100 valid responses were analyzed. Results showed that line/staff and functional structures were the frequently utilized models. A chi-square analysis confirmed a significant relationship between organizational structure and employee commitment. The study found that corporations must implement structures for maximal employee participation.

Adeoye (2020) examined the impact of organisational structure on employee job engagement in North Central Nigeria. The study employed a survey design, where primary data were obtained from 196 management and non-management staff in some selected manufacturing firms in Plateau State. Decentralization had a positive effect on employee productivity, and standardization had a positive effect on efficiency. It identified decentralized structures as facilitating responsiveness, quality assurance and integration, better service delivery, and higher job satisfaction, while standardization is a key driver of quality and consistency. The use of operational controls happened in decentralized systems to enable efficiency and commitment.

Ajeigbe et al. (2020) also highlighted the effect of organizational structure on employee attitude in

sachet water manufacturing firms in Ilorin. Data were examined using multiple regression analysis on a sample of 349 respondents, which demonstrated a significant relationship between employees' attitudes and organizational structure ($R = 0.683$; $R^2 = 0.719$). Small businesses need to promote a participatory environment for employees to be involved in decision making and create the presence of a centralized communication process to minimize misinformation and increase commitment, the study advised.

Nosike et al. (2021) assessed the relationship between formalization and hierarchical layers as a predictor of employee performance in commercial banks in Anambra State. A survey research design using regression analysis by formalization and hierarchical structure as independent variables and employee performance as dependent variables implies that formalization and hierarchical structure significantly affect employee performance. The study concluded that they should integrate task routine and matters connected to item range with the account holder to enhance motivation and efficiency.

Onyekwere and Douglas (2022) explored the relationship between organizational structure, change, and employee performance: A review of selected Nigerian universities. A sample of 450 academic and non-academic staff from six universities was analyzed using ANOVA. The results showed a statistically significant correlation between structural changes and employee performance. It was recommended that salary structures be aligned with job performance indicators to foster motivation and effectiveness across institutions.

Awala (2024) evaluated the effects of organizational structure on employee performance at Ernst & Young Nigeria, focusing on turnover and examining the effects of formalization, centralization, specialization, command structure, and traditionalism on employee performance. Regression analysis was conducted on data from 249 employees. The results indicated that command structure and specialization were the most influential factors on employee performance. With rapidly changing demands in the workplace, the study

suggested that management determine new structural models to align with technological advancements for better productivity.

The preceding empirical reviews affirm the existence of studies on changes in organizational structure in Nigeria. However, there are no published works on the impact of organizational structure on employee satisfaction in private universities in North-Central Nigeria. Consequently, this leaves an empirical gap and a void in knowledge that this study aims to address.

2.3 Methodology

The current research employed a descriptive survey study design to investigate the impact of changes in organisational structure on employee satisfaction in private universities, specifically within selected institutions in North-Central Nigeria. The population of interest consisted of 3,315 workers from seven selected private universities, including 1,411 academic staff and 1,904 non-academic staff. An equation from Cochran (1997) was used to estimate a sample of 600 respondents, and Browler's proportional allocation formula ensured balanced representation. The distribution techniques for research tools involved simple random and convenience sampling, while a structured Likert scale questionnaire was utilised for large-scale data collection at a cost-effective rate. A pilot study conducted at Nasarawa State University validated construct validity through Pearson correlation analysis and demonstrated strong internal consistency with a Cronbach's Alpha coefficient of 0.951. The influence of hierarchical restructuring, departmental realignment, and workflow redesign on employee satisfaction was quantified using multiple regression analysis, with pre-estimation tests, such as correlation analysis, establishing relationships between variables. Hypothesis testing

at a 0.05 level of significance supported statistical accuracy in determining whether technological change contributes to employee satisfaction in private universities.

Model Specification

A multiple regression model was employed to statistically estimate how a change in organisational structure affects employee satisfaction in private universities in North-Central Nigeria. In the model, there is the interaction of employee satisfaction (dependent variable) and the change in organisational structure variables: hierarchical restructuring, departmental realignment, and workflow redesign (independent variables). The model is specified below:

$$ES = \beta_0 + \beta_1 HR + \beta_2 DR + \beta_3 WR + \varepsilon \quad \text{-----(I)}$$

Where:

- ES = Employee Satisfaction (Dependent Variable)
- β_0 = Intercept (Constant Term)
- $\beta_1, \beta_2, \beta_3$ = Regression Coefficients
- HR = Hierarchical Restructuring (independent variable)
- DR = Departmental Realignment (independent variable)
- WR = Workflow Redesign (independent variable)
- ε = Error Term

4. Results and Discussion

This section presents the descriptive and inferential statistics of the responses obtained from 569 of the 600 administered questionnaires.

Table 1: Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
HR	569	0.8076	1.2203	0.9892	0.0682
DR	569	0.8690	1.2099	1.1370	0.0720
WR	569	0.8383	1.2933	1.1156	0.0788
ES	569	0.7872	1.2725	1.0143	0.0716

Source: Author's Computation, 2025

Descriptive statistics provide information about the variability and distribution of study variables. For the hierarchical restructuring (HR), the mean is 0.9892 and the standard deviation is 0.0682, indicating moderate response. DR has the highest average(1.1370) among the categories and a low standard deviation (0.0720), suggesting a relatively strong belief in the impact of employee satisfaction. The redesign of the workflow (WR) is 1.1156 with the greatest variability (0.0788), meaning there are

varying views among respondents. Employee satisfaction (ES) is 1.0143, indicating a favourable overall perception with a standard deviation of 0.0716, which means moderate response variation. The lowest and highest scores for all variables indicate that the responses were within a narrow band, suggesting overall consistency of perceptions among respondents. The results indicate that organizational structural changes significantly differ in how they are perceived to impact employee satisfaction.

Table 2: Correlation

	ES	DII	PA	JD
ES	1.000			
HR	0.693	1.000		
DR	0.704	0.606	1.000	
WR	0.711	0.712	0.633	1.000

N = 569

Source: Author's Computation, 2025

The correlation matrix indicates the strength and direction of the relationship between employee satisfaction (ES) and the organizational structure variables. The correlation between HR and ES is strong (0.693), as shown in Table 5. Departmental realignment (DR) is somewhat more strongly correlated with ES (0.704), indicating that it significantly impacts satisfaction. It also shows that

redesigning workflow (WR) has the highest correlation with employee satisfaction (ES) (0.711), which can be regarded as a significant area of focus for employee satisfaction. The relationships between HR, DR, and WR were all moderate, demonstrating that these structural changes interact to affect employees' satisfaction.

Regression Analysis

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.709	0.683	0.665	1.207

Predictors: (Constant), HR, DR, WR

Dependent Variable: ES

The model summary indicates that, as a group, the independent variables (departmental realignment, hierarchical restructuring, and workflow redesign) account for 68.3% of the variation in employee satisfaction ($R^2 = 0.683$). The adjusted R^2 of 0.665 suggests that after removing potential model biases, the predictors explain approximately 66.5% of the

variations in employee satisfaction. An R-value of 0.709 indicates a very strong positive relationship between the predictors and staff satisfaction. The standard error of estimate (1.207) represents the average difference between actual and predicted values, suggesting an appropriate fit for the model. Overall, the model indicates that differences in organizational structure significantly affect staff satisfaction among private universities in North-Central Nigeria.

Table 4: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	788.742	3	262.914	25.205	.000
Residual	5893.707	565	10.431		
Total	6408.139	568			

Dependent Variable: ES

Predictors: (Constant), HR, DR, WR

The ANOVA results indicate that the overall regression model is statistically significant ($F = 25.205$, $p < 0.001$), showing that hierarchical restructuring, departmental realignment, and workflow redesign significantly impact employee

satisfaction. The regression sum of squares (788.742) reveals that the predictors account for most of the variation in employee satisfaction. The residual sum of squares (5893.707) represents unexplained variance, while the total sum of squares (6408.139) reflects overall variation in the model. The significance level ($p = 0.000$) indicates that employee satisfaction is not randomly related to the two independent variables.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.424	0.122			0.000
HR	0.274	0.048	0.303	5.708	0.015
DR	0.362	0.053	0.331	6.830	0.022
WR	0.402	0.061	0.366	6.590	0.001

Dependent Variable: ES

Beta (standardized coefficients) indicates the relative size of all the independent variables in forecasting employee satisfaction. Workflow redesign (WR) is the most significant, with $\beta = 0.366$, suggesting that modifications in the workflow process greatly influence employee satisfaction. This implies that job clarity, workload pressure reduction, and increased participation improve with effective streamlining and redesign of work processes. Departmental realignment (DR) closely follows, with a Beta of 0.331, indicating that reorganizing departments for better coordination and specialization also significantly affects satisfaction. Hierarchical restructuring (HR), with a Beta of 0.303, remains a strong factor, although its impact is slightly less than the others.

The t-values further illustrate the significance of the predictors, with the highest statistical impact arising from departmental reorganization ($t = 6.830$), followed by workflow redesign ($t = 6.590$) and

hierarchical reorganization ($t = 5.708$). A higher t-value indicates stronger evidence that these variables significantly contribute to employee satisfaction. The significance p-values for all three predictors, being less than the conventional threshold of 0.05, confirm their statistical significance. Workforce redesign ($p = 0.001$) and hierarchical redesign ($p = 0.015$) are significant at very high levels, while departmental realignment ($p = 0.022$) is significant at a lower level. Therefore, it appears that restructuring in private universities through workflow and departmental reconfigurations can potentially create substantial improvements in employee satisfaction if implemented effectively.

Testing Hypothesis

The following null hypotheses (H_0) are using the regression results:

H_{01} : Hierarchical Restructuring has no significant effect on employee satisfaction in private universities in North-Central Nigeria.

The regression results show that hierarchical restructuring (HR) has a standard coefficient ($\beta = 0.303$), t-statistic of 5.708, and p-value of 0.015. Because the p-value is below 0.05, the null hypothesis (H_{01}) is rejected. Hierarchical restructuring, therefore, affects employee satisfaction significantly, such that reporting structure and authority allocation changes affect employee involvement, role definition, and motivation.

H₀₂: Departmental Realignment has no significant effect on employee satisfaction in private universities in North-Central Nigeria.

The findings indicate that departmental realignment (DR) has a standard coefficient ($\beta = 0.331$), t-value = 6.830, and significance value = 0.022. Since the p-value < 0.05, H_{02} is rejected. The implication is that departmental alignment in trying to improve workflow effectiveness, coordination, and specialization at the level of job role increases worker satisfaction in validating structured and communicated departmental change.

H₀₃: Workflow Redesign has no significant effect on employee satisfaction in private universities in North-Central Nigeria.

Regression output shows workflow redesign (WR) contains the highest standardized coefficient ($\beta = 0.366$), a t-value of 6.590, and a p-value of 0.001. Because the p-value is less than 0.05, the null hypothesis (H_{03}) is rejected. This validates that workflow redesign affects employee satisfaction. Effective process redesigning, automating work, and smoothing the workload can help improve job satisfaction, reduce inefficiencies, and create a better work environment.

5. Conclusion and Recommendations

Conclusion

The research finds that structural transformations are key determinants of employee satisfaction in private universities in North-Central Nigeria. Hierarchical restructuring is central to establishing job clarity, communication networks, and quicker, informed decision-making. Well-structured hierarchies benefit a university by ensuring clear leadership,

efficient reporting systems, and boosting employee motivation. Slow bureaucracy or communication gaps resulting from inadequate hierarchical restructuring undermine discretion, create confusion, and diminish employee satisfaction. Restructuring without strategic consultation can result in uncertainty and erode employee trust.

Departmental realignment also significantly impacts employee satisfaction. When universities effectively realign departments to simplify processes, foster collaboration, and enhance specialization, employees experience greater clarity in their roles and increased job commitment. Properly executed realignment reduces redundancy, promotes teamwork, and aligns departmental goals with institutional objectives. However, poorly planned or ineffectively timed realignment programs can lead to disruptions, increased workloads, and resistance from employees who feel displaced or undervalued. Successful realignment necessitates open communication, support during transitions, and employee involvement to mitigate resistance and enhance job satisfaction.

Reengineering workflows profoundly impacts employees' lives by maximizing operational effectiveness, eliminating bottlenecks, and optimizing task assignments. Universities that re-engineer their workflow processes to minimize inefficiency and workload while enhancing coordination between academic and administrative departments enjoy more satisfied and motivated employees. However, if workflow redesign leads to excessive monitoring, unrealistic performance standards, or increased job complexity, it can result in stress and dissatisfaction. Workflow modifications should align with employee capabilities, clarify roles, and provide professional development opportunities to achieve beneficial effects.

Recommendations

Based on the findings, this study suggests that:

- i. Hierarchical restructuring must prioritise clarity and inclusiveness. Restructuring in universities should establish clear reporting lines, enhance communication, and remove unnecessary

bureaucratic obstacles. Involving employees in leadership transitions can foster trust and acceptability.

- ii. Strategic planning for departmental reconfiguration should involve employee input. Before reorganising departments, universities must conduct impact analyses to ensure the changes promote collaboration, efficiency, and specialization rather than causing undue stress or job security.
- iii. Workflow redesign must align employee competencies with institutional priorities. By incorporating employee input, optimising tasks, and providing reasonable support, universities can achieve maximum efficiency while maintaining a friendly and inspiring work environment.

References

1. Adeoye, K. F. (2020). Impact of organisational structure on employee engagement: Evidence from North Central Nigeria. *International Journal of Advanced Engineering, Management and Science (IJAEMS)*, 4(8), 579-589.
2. Aduku, D. J., Alabi, J. O., & Orugun, J. J. (2021). An exploration of organizational change and employees' performance in Nigeria. *Economic Insights-Trends & Challenges*, 8(2), 102-114.
3. Ajeigbe, M. B., Salau, A. A., & Akanbi, K. L. (2020). Effect of organisational structure on employee attitude among sachet water producing enterprises in Ilorin Metropolis. *Al-Hikman Management Review*, 122-133.
4. Aregawi, M., & Vijaya, G. (2023). Effects of organizational restructuring on employee satisfaction at the workplace with reference to the Ministry of Peace, Ethiopia. *Journal of Management (JOM)*, 10(1), 1-13.
5. Awala, F. (2024). Organisational structure and employee performance: A study of Ernst & Young Nigeria. *International Journal of Research and Innovation in Social Science*, VIII(VII), 881-896.
6. Clarke, M., & Scurry, T. (2020). The role of the psychological contract in shaping graduate experiences: A study of public sector talent management programmes in the UK and Australia. *The International Journal of Human Resource Management*, 31(8), 965-991.
7. Darvishmotevali, M., Altinay, L., & Köseoglu, M. A. (2020). The link between environmental uncertainty, organizational agility, and organizational creativity in the hotel industry. *International Journal of Hospitality Management*, 87, 102499.
8. Eyanuku, J. P. (2021). Organizational change and employees' performance in the Nigerian banking industry. *Christopher University Journal of Management and Social Sciences*, 1(1), 187-195.
9. Jigjiddorj, S., Zanabazar, A., Jambal, T., & Semjid, B. (2021). Relationship between organizational culture, employee satisfaction, and organizational commitment. In *SHS Web of Conferences (Vol. 90, p. 02004)*. EDP Sciences.
10. Kim, S., & Shin, M. (2019). Transformational leadership behaviors, the empowering process, and organizational commitment: Investigating the moderating role of organizational structure in Korea. *The International Journal of Human Resource Management*, 30(2), 251-275.
11. Kumolu-Johnson, B. O., & Okewale, R. A. (2021). Change management and employees' performance of selected Nigerian banks. *International Journal of Social Sciences and Humanities Reviews*, 11(3), 155-164.
12. Kutaula, S., Gillani, A., & Budhwar, P. S. (2020). An analysis of employment relationships in Asia using psychological contract theory: A review and research agenda. *Human Resource Management Review*, 30(4), 100707.
13. Macaulay, O. A., Abudu, K., & Eshegberi, O. A. (2020). The impact of organisational structure on employees' commitment in the Nigeria manufacturing sector. *Journal of Business and Organizational Development*, 11(1), 68-79.
14. Mgbemena, G. C., Akpamgbo, F. O., Uzor, C. P., & Onyero, J. (2022). Organizational change and employee performance in selected hospitals in Awka, Anambra state, Nigeria. *International Journal of Innovative Human Ecology & Nature Studies*, 10(4), 17-31.

15. Moquin, R., Riemenschneider, C. K., & Wakefield, R. L. (2019). Psychological contract and turnover intention in the information technology profession. *Information Systems Management*, 36(2), 111-125.
16. Muhdar, H. M., Maguni, W., Muhtar, M., Bakri, B., Rahma, S. T., & Junaedi, I. W. R. (2022). The impact of leadership and employee satisfaction on the performance of vocational college lecturers in the digital era. *Frontiers in Psychology*, 13, 895346.
17. Nosike, C. J., Okoye, N. J., & Afodigbueokwu, H. E. (2021). Effect of organizational structure on employee performance of commercial banks in Nigeria. *Research Journal of Management Practice*, 1(7), 32-41.
18. Onyekwere, A. L., & Douglas, R. O. (2022). Organizational structure, change, and employee performance in Nigerian universities. *International Journal of Economics, Environmental Development and Society*, 3(1), 28-43.
19. Pertiwi, N. K. A. Y., & Supartha, I. W. G. (2021). The effect of compensation and organizational commitment on employee satisfaction and retention. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 1(3), 333-342.
20. Precious, R., Ibrahim, U. A., Maitala, F., & Daniel, C. O. (2022). Structural change and employee satisfaction of privately-owned hotels in Nigeria. *WSEAS Transactions on Business and Economics*, 19, 1600-1612.
21. Shan, C., & Tang, D. Y. (2023). The value of employee satisfaction in disastrous times: Evidence from COVID-19. *Review of Finance*, 27(3), 1027-1076.
22. Shuaibu, A., & Daniel, C. O. (2023). Impact of change management in employees' performance of private universities in Federal Capital Territory and Nasarawa State of Nigeria. *Migration Letters*, 21(S1), 697-710.
23. Sypniewska, B., Baran, M., & Kłos, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management-based on the study of Polish employees. *International Entrepreneurship and Management Journal*, 19(3), 1069-1100.
24. Voordt, T. V. D., & Jensen, P. A. (2023). The impact of healthy workplaces on employee satisfaction, productivity, and costs. *Journal of Corporate Real Estate*, 25(1), 29-49.